

## Your Check Has Cleared – Now What?

### Implementing ERM

Jesse Wilkins

December 7, 2006



# Agenda

---

- Before You Begin
- Project Roles
- Communication, Communication, Communication
- Process and Technology Issues

## Before You Begin





# Before you begin

---

- Project management
- ERM standards and policies
- Processes and procedures
- Job aids and tools

# Project management

---

- Assemble an effective project team
  - RM
  - IT
  - Legal
  - Business
- Include stakeholder, user points of view
- Identify priority vs. other projects
- Identify *all* the required tasks

# ERM standards and policies

---

- Information ownership
- Acceptable usage
- Classes of information covered
- Access and sharing
- Security
- Information governance
- Preservation and disposition

# Processes and procedures

---

- Ingestion of information into repositories
- Records declaration
- Search and retrieval of information
- Retention of information through the lifecycle
  - Backups
- Disposition of information
- Migration and preservation

# Job aids and tools

---

- Metadata models
- Taxonomies and controlled vocabularies
- Business classification schemes
- Records retention & disposition schedules
- Templates and checklists
- Decision trees
- Finding aids



## Project Roles



# The Project Team

---

- Project team roles and responsibilities
- Key stakeholders and contributors
- Vendors' role in the implementation
- Consultants' role in the implementation

# Makeup of the project team

---

- Project sponsor
- Project manager
- IT support
- IM
- Users from affected areas

# Project Team Responsibilities

---

- Scheduling of deliverables
  - How long does it take to....?
- Review of inputs to their deliverables
  - Dependencies
- Produce deliverables
- Bottom-up, not top-down
- Reality checks

# Key stakeholders and contributors

---

- Executive board
- IM governance board/committee
- Legal
- Business unit managers
- ERM administrator
- Training and documentation



# Vendors' role in the implementation

---

- Provide the hardware and software
- May provide integration with other applications
- Deep expertise can augment IT support
- Provide technical training
- May assist in moving data into the repository
- Important to do due diligence and have oversight!

# Consultants' role in the implementation

---

- Perform implementation oversight, requirements validation
  - Provide technical, process training
  - Assist in conversion efforts
  - Assist in developing policies, processes, procedures
- 
- Need to understand their role and scope
  - Need access to processes and people

# Communicating with key stakeholders

---

- Different messages for different audiences
- Tone at the top
  - Get a champion
- Approaching other departments
- End users and diplomacy
- Communicate, communicate, communicate
- Be flexible

## Process and Technology Issues During Implementation



# Process and technology issues

---

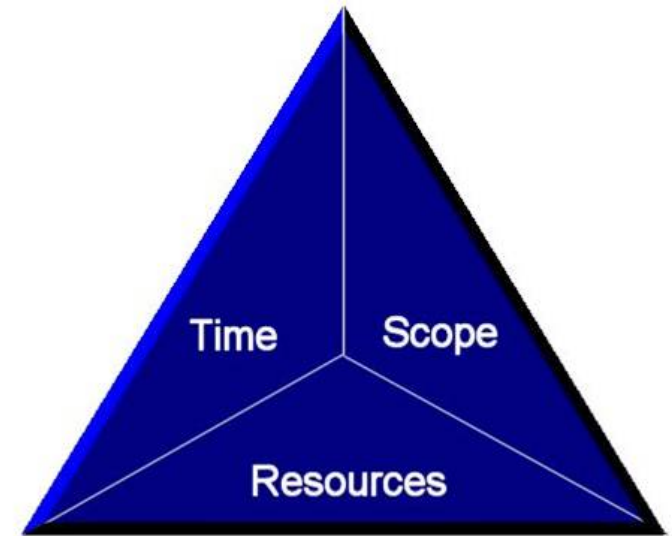
- Change control
- Architecture and infrastructure
- Integration
- Change management



# Change control

---

- Most requests for change come during implementation and acceptance testing
- Important to have a change control process
  - Scope creep
- The “iron triangle”



# Architecture and infrastructure

---

- IT infrastructure will impact the way the EIM solution is implemented
  - Databases
  - Clients and servers
- Identify existing IT infrastructure
- Identify network architecture
- Identify network security model
  - Domains
  - Firewalls
  - Distributed computing

# Integration

---

- Integrating various components of EIM
  - Different vendors
  - Same vendor!
- Integrating EIM and line of business systems
- May require custom code
- Difficult to test until implementation
- Often work is done by vendor, ISV, or consultant

# Change management

---

- Different aspects of change
  - Technical change
  - Structural change
  - Cultural change
- Fear of change?
- Communication is the key to managing change
  - Up and down the organizational chart

# Additional resources

---

- ISO 15489-1:2001, *Information and documentation -- Records management -- Part 1: General*
- ISO/TR 15489-2:2001, *Information and documentation -- Records management -- Part 2: Guidelines*
- AIIM ERM Master Class
  - <http://www.aiim.org/education/erm2.asp>
- *Model Requirements for Managing Electronic Records*, IDA Programme of the European Commission, March 2001



# For More Information

---

Jesse Wilkins

CDIA+, edp, LIT/ERM, ICP, erm<sup>m</sup>, ecm<sup>s</sup>

IMERGE Consulting

(303) 574-1455

[jesse.wilkins@imergeconsult.com](mailto:jesse.wilkins@imergeconsult.com)